



Commission stresses Intel, changing focus

By Army Sgt. 1st Class Kathleen T. Rhem, American Forces Press Service

WASHINGTON (NNS) — The Department of Defense (DoD) must view terrorists as a “relentless enemy” and confront them “with the same intensity and discipline that we have used in the past to defeat conventional antagonists,” Defense Secretary William Cohen said Jan. 9.

Cohen was quoting the unclassified USS *Cole* Commission Report, which was released that day. The report was co-authored by retired Army Gen. William W. Crouch and retired Navy Adm. Harold W. Gehman. Cohen requested the report following the Oct. 12, 2000, bombing of USS *Cole* (DDG 67) in Aden, Yemen, that killed 17 Sailors and injured 39.

The report recognizes that the military has dramatically strengthened force protection procedures since the terrorist attack against Khobar Towers, Saudi Arabia, in 1996, but notes terrorists are determined to try to intimidate U.S. forces and prevent the United States from pursuing worldwide national security interests.

“They will continue to tenaciously look for exposed seams in our force protection armor,” Cohen said during a Pentagon news briefing.

Crouch backed up what the secretary said.

“Since Khobar Towers, Department of Defense has made tremendous improvement and paid a tremendous amount of attention to force protection,” Crouch said during the same press briefing. “We have focused on installations and fixed facilities. ... Nevertheless, as the secretary said, the terrorist, who is very persistent, has gone after our vulnerability.”

Cohen said the commission wasn’t intended to place blame for the tragedy, but to find areas in which to make improvements to military force protection plans.



Portside view showing damage sustained by the Arleigh Burke-class guided missile destroyer USS *Cole* (DDG 67) after a suspected terrorist bomb exploded during a refueling operation in the port of Aden last October. DoD photo

He said there should be no zealous search for accountability, which, carried to the extreme, would lead to “an imbalance where commanders in the future would fail to take action for fear of any repercussions.” But he said DoD owes it to the families of those killed and injured in the blast, and to all service members, to at least look at the matter of accountability.

“There’s a delicate balance that has to be maintained,”

Cohen said.

Cohen also directed Joint Chiefs Chairman Army Gen. Henry Shelton to review the commission’s report and a forthcoming report from the Navy’s Manual of the Judge Advocate General and advise Cohen on “matters associated with this incident, including

issues of accountability.” The instructions to Shelton came in a Jan. 9 memo that also reminded that the chairman is “the principal advisor and focal point ... on all anti-terrorism and force protection issues.”

The commission’s report found ships in transit provide a weak point. “There are institutional changes that have to be made and improvements which have to be made to try and prevent this from taking place in the future,” Cohen said. “[But,] as good as we get or will get in the future ... terrorists are bound to examine other ways of finding vulnerabilities. We saw when we started to really strengthen the force protection elements for fixed sites

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Navy names destroyer to honor Paul H. Nitze

By Department of Defense public affairs and Journalist 1st Class Preston Keres, Navy Wire Service

WASHINGTON (NNS) — Secretary of the Navy Richard Danzig has announced the decision to name the 44th ship of the Arleigh Burke-class of guided missile destroyers, “Nitze.”

DDG 94’s name will honor Paul H. Nitze, whose distinguished government career included serving as the 57th secretary of the Navy from 1963 to 1967. During his time as the Navy secretary, he raised the level of attention given to quality of service issues. His many achievements included establishing the first Personnel Policy Board and retention task force (the Alford Board), and obtaining targeted personnel bonuses. He lengthened commanding officer tours and raised command responsibility pay.

“To put [Nitze’s] name on this ship, which will sail the world, will be a great symbol to the world itself and the men and women who are serving us in the Navy and in the military,” said Secretary of Defense William S. Cohen. “And it will remind people of Paul’s passionate commitments to avoid war by being prepared to fight in it.”

Nitze became a strong advocate for officers’ advanced education opportunities and worked to enhance greater integration of senior Navy staff by moving the Chief of Naval Operations’ office next to his own. He also worked to ease unnecessary burdens on Sailors by relaxing in-port duty section requirements and hiring civilian custodial workers.

“The range of his career is so exceptional that I don’t think it is realistic for the rest of us to think that we could live up to this model,” said Secretary of

the Navy Richard Danzig as he discussed Nitze’s illustrious career that spanned more than a half century and a number of presidents, from Roosevelt to Reagan. “Every time I did something that I thought was uniquely wonderful, people would come in and say ‘Oh, that’s what Nitze did back in the 60’s.’”

Danzig added that repeatedly we find the fundamental ideas that we care about in this age were well addressed as key issues when Nitze was secretary of the Navy in the 1960s, proving Nitze’s foresight for the future of the Navy.

Born in Amherst, Mass., on Jan. 16, 1907, Nitze graduated “Cum Laude” from Harvard University in 1928. After working in investment banking where he was known as a Wall Street prodigy, he left in 1941 to enter government service. In

1942, he was chief of the Metals and Minerals Branch of the Board of Economic Warfare, until named director, Foreign Procurement and Development Branch of the Foreign Economic Administration in 1943. During the period 1944-1946, Nitze served as director and then as vice chairman of the U.S. Strategic Bombing Survey for which President Truman awarded him the Medal of Merit.

For the next several years, he served with the Department of State, beginning in the position of deputy director of the Office of International Trade Policy. In 1949, he was named deputy to the assistant secretary of State for Economic Affairs. In August of that year, he became deputy director of the State Department’s policy planning staff, and was appointed director the following

year. As director, Nitze was the principal author of a highly influential secret National Security Council document (NSC-68), which provided the strategic outline for increased U.S. expenditures to counter the perceived threat of Soviet armament.

From 1953 to 1961, Nitze served as president of the Foreign Service Educational Foundation while concurrently serving as associate of the Washington Center of Foreign Policy Research, the School of Advanced International Studies of Johns Hopkins University. His publications during this period include “U.S. Foreign Policy: 1945-1955.” In 1961 President Kennedy appointed Nitze assistant secretary of Defense for International Security Affairs and in 1963 he became the secretary of the

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Navy changes status of Cmdr. Michael Scott Speicher

By the Navy Office of Information

WASHINGTON (NNS) — Secretary of the Navy Richard Danzig has changed the status of Cmdr. Michael Scott Speicher from Killed in Action/Body Not Recovered (KIA/BNR) to Missing in Action (MIA). Speicher’s F/A-18 aircraft was shot down by enemy fire in the first day of the air war over Iraq on Jan. 17, 1991. He was placed in an MIA status the next day. On May 22, 1991, following a Secretary of the Navy status review board that found “no credible evidence” to suggest he had survived the shootdown, his

status was changed to KIA/BNR.

In December 1995, working through the International Committee of the Red Cross, investigators from the Navy and Army’s Central Identification Laboratory entered Iraq and conducted a thorough excavation of the crash site. In September 1996, based on a comprehensive review of evidence accumulated since the initial KIA/BNR determination, the Secretary of the Navy reaffirmed the presumptive finding of death.

Over the years since that determination was made, the Navy and the U.S. government have consistently sought new information and continued to analyze all available information to resolve Speicher’s fate. This additional information and analysis, when added to the information considered in 1996, underscored the need for a new review.

Based on the review, Danzig has concluded that Speicher’s status should be “Missing in Action.”

Chief of Naval Personnel says manning is up

By Chief Journalist Rhonda Burke, Naval Training Center Great Lakes public affairs

GREAT LAKES, Ill. (NNS) — The Navy's Chief of Personnel, Vice Adm. Norb Ryan, says Navy leadership is intent "on walking the talk" when it comes to manning, retention and taking care of its people.

"There is a visible difference today in manning levels at sea compared to two years ago," Ryan told Sailors during a visit to Naval Training Center, Great Lakes last week.

"In 1998, we had over 18,000 gapped billets at sea and were deploying battle groups at 91-93 percent manning levels. Today, the gap at sea has been reduced to 8,000 billets and the USS Harry S. Truman (CVN 75) battle group just deployed with 98 percent manning."

Ryan says the shortfalls have been reduced because Navy leadership has focused on the front line and how to retain Sailors and recruit the nation's best young people for service. The result is a Navy that offers increased quality of service for its Sailors.

As the Navy's Chief of Personnel, Ryan is responsible for critical issues such as recruiting, retention, Morale, Welfare and Recreation (MWR) Programs, personnel distribution and overall manning of the Navy.

"We are in a war for talent, not a war for people," Ryan said. "If we can retain our top Sailors, we won't need to recruit as heavily to man our fleet."

Ryan told enlisted Sailors there are four critical areas he is concentrating on to improve quality of life and quality of service for Sailors. They include:

- Sending the top Sailors to serve as Recruit Division Commanders and Recruiters, and rewarding those who take on this challenging assignment.

- Getting rid of the drawdown mentality and raising standards for recruiting and retention.

- Achieving a better balance between recruiting and retention.

- Increasing spending on people, including pay and benefits, reenlistment bonuses, advancing more Sailors and implementing the Thrift Savings program, which works like a 401K.

"Sometime during your career, you need to be involved in the Sailorization process, either as a recruiter, recruit division commander or instructor," Ryan told Sailors. "These are the most important shore duty jobs we have."

To support Sailors taking these challenging jobs, the Navy is implementing a \$5 million training program for recruiters and detailers.

"We are putting a lot of money into making sure recruiters are successful," he said. He also said there will continue to be great support for the Bluejackets HARP Program, enabling junior Sailors to return home for two weeks to work with local recruiters. More than 800 Sailors a month are participating in the program with great results.

Ryan is also working to continue improving sea duty pay for Sailors.

Getting rid of the drawdown mentality is important for the future of the fleet, Ryan says, because the Navy needs to retain more of its second and third term Sailors and move

them into positions of leadership in the fleet.

"Each individual is important," Ryan said. "We need to get the fleet focused on what we are focused on and that leadership and mentoring matter."

Ryan believes every leader should be evaluated on their skills of mentoring and taking care of people.

"Retention was up 2 percent last year," Ryan said.

"That is a huge difference in the number of Sailors staying Navy." The number is particularly important because in 1999, the Navy experienced its lowest retention rate in a decade.

"From 1990 to 1999, we didn't bring enough people into the Navy to meet today's mid-level management needs," Ryan said. That sobering fact means

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Hand Jive



Lance Cpl. Michael Reticker, assigned to Marine Fighter Attack Squadron (VMFA) 312, communicates with a pilot of an F/A-18 Hornet during the morning start of flight operations on board USS *Harry S. Truman* (CVN 75). Photo by Photographer's Mate 3rd Class H. Dwain Willis

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(after the Khobar Towers bombing) ... they moved to our embassies, bombing the embassies in East Africa. And as we take additional measures here with our fleet, no doubt they will look for other softer targets to go after.”

The 30-member USS *Cole* Commission examined five areas: organization, antiterrorism and force protection, intelligence, logistics and training. The report lists 30 findings within these areas and accompanying recommendations.

A major issue the commission focused on is that *Cole* didn't have specific intelligence tailored to its visit to Aden. Cohen said the members of the *Cole* Commission found this to be a shortfall for all ships in transit. “There was not specific intelligence communicated to the captain of the ship; ... the warnings that were received were general in nature and not directed against this ship; and ... they preceded this tragedy at least a month prior to that time,” he said. “So one of the recommendations would be to get much greater focus on intelligence that is focused for the ships and for all the commanders.”

The commission found no credible intelligence that could have predicted this attack. The commissioners noted that transiting ships do not have enough intelligence analysts, but rely on support from outside agencies. “We recommend that ... the theater intelligence centers focus some resources on tracking, dedicating intelligence products, overwatching and advising these transiting units as to the risks into the areas in which they are going,” Gehman said at the briefing.

He also said units in transit need to be better trained to demand this type of intelligence support. “They need to ask more difficult questions,” he said.

Gehman praised DoD and the intelligence community for shifting analysis resources to the anti-terrorism mission. He said these efforts must continue and grow, particularly assets related to human and signals intelligence.

The report recommends the defense secretary consolidate all functions

related to combating terrorism under one individual at the assistant secretary of defense level. Gehman said he couldn't recommend which assistant secretary, but that that is the appropriate level for such a critical function.

The commission also recommended DoD work more closely with other Cabinet agencies that work significantly outside the United States. “The Department of Defense is not the only department that's conducting engagement activities,” Gehman said. “Treasury, Commerce, State, as well as Defense and others all have engagement activities. And we believe that further coordination and consolidation of activities would be to the benefit of everybody.”

The third recommendation concerns host nations providing security to transiting U.S. forces. “It's in the department's best interest that host nation security forces be capable and willing to help us with our force protection roles. In many of these places that we visit, the host nation is either unwilling or unable to provide that

support,” Gehman said. “We're very, very good at military- to-military support. What we're talking about here is military-to-non-military support, and we would like to see that process streamlined.”

The commission made 13 anti-terrorism/force protection recommendations. They include changing the term “threat condition” to another term that better reflects its purpose such as “alert states” or “force protection posture”.

Threat condition is too easy to confuse with threat level, and the term doesn't clearly convey that it is an operational posture, not an explanation of conditions in an area, Crouch said. “If the terminology is not easily interchanged, we think it will be of real benefit to users.”

The commission also found the standing rules of engagement in place in the region were adequate and “fundamentally sound,” and saw no reason to revise them. Other

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Ice Cream Break



Sailors and Marines on board USS *Harry S. Truman* (CVN 75) got a welcomed break from their busy workday, enjoying an ice cream social held on the ship's mess decks.

Photo by Photographer's Mate 3rd Class H. Dwain Willis

U.S. Naval Academy is now accepting enlisted applications

By Lt. Karen Armstrong, U.S. Naval Academy public affairs

ANNAPOLIS, Md. (NNS) — The U.S. Naval Academy is currently accepting applications from Sailors and Marines for the Class of 2005 entering June 29, 2001.

The Naval Academy provides a large number of officers to the Navy and Marine Corps every year. Approximately 10 percent of every class entering the Naval Academy are prior enlisted personnel from the regular and Reserve components of the Navy and Marine Corps.

The Naval Academy is

seeking top performers who possess strong leadership potential, good moral character and unquestioned loyalty to the United States. They should have a strong academic background, possess outstanding physical fitness and must be medically qualified.

Applicants must not have passed their 23rd birthday on July 1 of the year of admission into the Naval Academy. They must not be married, pregnant, or have incurred obligations of parenthood.

Candidates with strong

academic and military backgrounds may receive direct appointments to the Naval Academy. Top military performers who need to strengthen their academic background may be selected to attend the Naval Academy Preparatory School (NAPS) in Newport, R.I., for an appointment to the Naval Academy the following year.

The deadline for all enlisted applications is January 31, 2001. See ALNAV 001/01 or visit <http://www.usna.edu/Admissions/> for more information.

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the Navy now has to work harder to retain a greater percentage of first and second term Sailors than in the past.

"The two top reasons why Sailors leave the Navy are pay and advancement opportunity," Ryan said. "We have lobbied Congress to increase pay and we have seen advancement percentages raise from 19 to 26 percent over last year."

Ryan says the Navy is making a commitment to Sailors by increasing reenlistment bonuses to help retain Sailors with critical skills.

"We have budgeted \$150 million for SRBs this year and it will increase to \$167 million next year," the admiral said.

Additionally, the Navy has restored retirement packages, increased basic allowance for housing levels and is increasing medical benefits for active duty and retirees. The 401K type Thrift Savings Plan is due to go on-line next January, which will enable Sailors to save up to \$10,500 per year in a tax-free retirement plan.

"People are our number one priority," Ryan said. "Our nation can't take the all-volunteer force for granted. Navy leadership will continue to bring that message to Congress."

During his two-day visit, Ryan visited Recruit Training Command, including seeing several Battle Station scenarios, got a briefing of the electronic classroom at Service School Command, and visited several MWR facilities including the new climbing wall.

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recommendations include:

- Providing full-time force protection officers to commanders-in-chief (CinC) and their component commanders;

- Augmenting units moving through high-threat areas with force protection experts; and

- Giving the geographic CinCs responsibility for assigning the threat level for countries within their areas.

Logistics recommendations include directing the services to update their respective logistics doctrine to include force protection issues regarding transiting units and to incorporate anti-terrorism and force protection concerns into "the entire fabric of logistics support," Crouch said.

Regarding training, the commission found the crew of *Cole* had received more than what DoD requires for

anti-terrorism and force protection training. "Nevertheless, all that training ... did not result in the kind of posture we think is required to deter these very tenacious and clever opponents," Gehman said.

He said force protection training should take on a higher priority, "up to a priority which is equal to a unit's primary mission."

He acknowledged this would take more time and resources, but said the ends justify the means. "What we are trying to do here is suggest that the training needs to be of sufficient sophistication to be able to recognize the unexpected rather than just react to the expected," he said.

Cohen expressed his confidence in Crouch and Gehman and took the opportunity to laud America's uniformed

services. "And as I noted during the memorial service for the victims of this attack, every night all of us sleep under this blanket of freedom because men and women in uniform sail and patrol in harm's way," he said. "And as secretary of defense, I understand that even America's best efforts cannot remove every risk that our soldiers and Sailors, airmen and Marines are going to face, although we will always strive to do exactly that."

"We have to continue what we started, and that is to protect our nation's interest, to protect our men and women in uniform, and to subdue the enemies," the secretary said. "And we have to continue to thank the soldiers, the Sailors, the airmen and Marines, and their families, for all that they do to protect us."

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Navy, serving until 1967.

Following his term as secretary of the Navy, he served as deputy secretary of Defense (1967-1969), as a member of the U.S. delegation to the Strategic Arms Limitation Talks (SALT) (1969-1973), and assistant secretary of Defense for International Affairs (1973-1976). Later, fearing Soviet rearmament, he opposed the ratification of SALT II (1979). He was President Reagan's chief negotiator of the Intermediate Range Nuclear Forces treaty (1981-1984). In 1984, Nitze was named special advisor to the president and secretary of State on Arms Control. For more than 40 years, Nitze was one of the chief architects of U.S. policy toward the Soviet Union. President Reagan awarded Nitze the Presidential Medal of Freedom in 1985 for his contributions to the freedom and security of the United States.

Arleigh Burke-class destroyers are equipped to operate with battle groups in high-threat environments and conduct a variety of missions, from peacetime presence and crisis management to sea control and power projection, in support of national military strategy. They also provide essential escort capabilities to Navy and Marine Corps amphibious forces, combat logistics ships and convoys.

These multi-mission ships are equipped with the Navy's AEGIS combat weapons system, which combines space-age communication, radar and weapons technologies into a single platform for unlimited flexibility and significant influence while operating "Forward...From the Sea." These destroyers replace older, less capable ships being taken out of service as the Navy reduces spending while maintaining quality as part of its overall plan to recapitalize the fleet.

DDG 94 will be built by Bath Iron Works in Bath, Maine, and will join the fleet in 2004. The ship is capable of firing surface-to-air missiles and Tomahawk cruise missiles from forward and aft vertical launching systems and is configured with port and starboard torpedo tubes, one five-inch gun, and advanced electronic warfare systems. This will be the 16th Flight IIA Arleigh Burke-class destroyer to employ an embarked helicopter detachment capable of supporting dual SH-60 helicopters.

"This ship is rightly named after this man because in fact this ship is an instrument of shaping the world," said Danzig. "It is a physical manifestation of the spirit of Paul Nitze. Let us be out there, let us be strong, let us be peaceful, let us above all, be engaged — let us make a better world."

Navy/Marine Corps News

Look for the following stories and more on next week's Navy/Marine Corps News show:

- Secretary of the Navy Richard Danzig announces the name of the Navy's newest destroyer.

- See how Sailors and Marines team up aboard USS *Ashland* (LSD 48) for amphibious operations.

- Take a closer look at what it means to be a part of one of the elite drilling units in the military, the Marine Corps Silent Drill Team.

- The Military Athletes of the Year are announced.

Compiled on tape #2001-04, the show is on its way to the fleet now.

In naval history: Jan. 22, 1968

The intelligence collection ship *Pueblo* (AGER 2) is fired on by North Korean patrol boats in international waters off the east coast of North Korea. One crewman is mortally wounded and three others are hit. *Pueblo's* only weapons, a pair of .50-cal. Machine guns, are frozen fast beneath their tarpaulins on the ship's bridge, and there are no U.S. naval or air forces close enough to come to her assistance. *Pueblo* accedes to the North Korean boats' demand to follow them into Wonsan harbor.

More information about naval history can be found at <http://www.history.navy.mil/>.

Fire Drill



Chief Damage Controlman Dwight Anderson gives a debrief on the fantail after a fire drill on board USS *San Jacinto* (CG 56).
Photo by Photographer's Mate 1st Class Tina M. Ackerman



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